

JOB DESCRIPTION

POSITION: EXECUTIVE DIRECTOR

DEFINITION: The Executive Director is the Chief Executive Officer of the agency.

She/He is accountable to the Board of Directors and is the principal spokesperson for the entire agency to the community at large.

GENERAL

RESPONSIBILITIES: Develops all policy statements and detailed procedures which are to be implemented in accordance with the agency's general policies as enacted by the Board of Directors.

Responsible for program planning; develops detailed program plans for the agency, with the assistance of designated staff.

Submits a general Three Year Plan to the Board of Directors encompassing the areas of; program implementation, staff development, and fund raising.

Responsible for developing a coordinated community relations program.

Responsible for the implementation of the agency's personnel management.

Ultimately responsible for the supervision of all staff.

Plans and develops fund raising activities both with the public and private sector and establishes appropriate relationships to facilitate the fund raising goals of the agency.

Attainment of Goals

Listed below are goals that the Board of Directors has established for the Executive Director. These are broad goals which the Board feels need to be addressed. The intent is to have the Executive Director cite examples of activities, initiatives, standards and recommendations to the Board that will meet these goals.

- I. Strengthen the Agency's Effectiveness
 - fund raising
 - advocacy
2. Strengthen the Agency's programs
 - management
 - development/planning
3. Effectively responds to the needs and recommendations of the Board of Directors
4. Effectively manages fiscal, budgetary and building maintenance issues

EXECUTIVE DIRECTOR'S EVALUATION

The following evaluation instrument has been designed to assess and evaluate the Executive Director's ability to effectively perform the various functions of his position and the extent to which he has achieved his 1995-1996 stated goals. As members of the Board of Directors, your completion of this form represents the evaluation of the Director's performance.

The items below represent a comprehensive description of the responsibilities and expectations of the position. Under each area heading are several statements. Circle the number you feel best represents your response.

- 6 - no opportunity to observe
- 5 - superior
- 4 - above average
- 3 - average
- 2 - below average
- 1 - poor

I. Position Knowledge

1. Has a thorough understanding of the duties and responsibilities of the position. 1-2-3-4-5-6
2. Has excellent knowledge and is well skilled in all phases of the job. 1-2-3-4-5-6
3. Displays flexibility in meeting new obligations. 1-2-3-4-5-6
4. Presentations and reports are of high caliber in terms of soundness of facts and concepts. 1-2-3-4-5-6
5. Has the ability to identify and analyze problems and issues confronting the Agency, established by the Board of Directors 1-2-3-4-5-6
6. Functions in a manner compatible with the plans and policies of the Agency. 1-2-3-4-5-6

Comments:

II. Communication Skills

1. Speaks well in front of large and small groups, expressing his/her ideas in a logical and forthright manner. 1-2-3-4-5-6
2. Uses language effectively in dealing with staff members, the Board and the public. 1-2-3-4-5-6
3. Writes clearly and concisely. 1-2-3-4-5-6

- | | | |
|----|--|-------------|
| 4. | Transmits information clearly and consistently. | 1-2-3-4-5-6 |
| 5. | Has the ability to convince others of an idea, knowing how to be aggressive without being offensive or antagonistic. | 1-2-3-4-5-6 |

Comments:

III. Personal Qualities

- | | | |
|----|--|-------------|
| 1. | Exhibits a high level of ethics and integrity in professional behavior. | 1-2-3-4-5-6 |
| 2. | Defends principle and conviction in the face of pressure and partisan influence. | 1-2-3-4-5-6 |
| 3. | Makes timely and effective decisions. | 1-2-3-4-5-6 |
| 4. | Shows sensitivity for those affected by decisions. | 1-2-3-4-5-6 |
| 5. | Earns respect among his/her professional colleagues. | 1-2-3-4-5-6 |
| 6. | Devotes his/her time and energy effectively to his/her job. | 1-2-3-4-5-6 |
| 7. | Is suitably attired and well-groomed. | 1-2-3-4-5-6 |
| 8. | Is courteous and honest in his/her relationships with others. | 1-2-3-4-5-6 |
| 9. | Is emotionally poised and calm. | 1-2-3-4-5-6 |

Comments:

IV. Agency Leadership

1. Clearly articulates the mission of the Agency to the various constituents. 1-2-3-4-5-6
2. Provides leadership in developing, understanding, and implementing Agency goals. 1-2-3-4-5-6
3. Supports others in their efforts to accomplish Agency goals and objectives. 1-2-3-4-5-6
4. Possesses a clear vision of the goals and future objectives of the Agency. 1-2-3-4-5-6
5. Is committed to the goals and welfare of the Agency. 1-2-3-4-5-6
6. Competently administers the overall operations of the Agency. 1-2-3-4-5-6
7. Develops and maintains an effective staff of senior administrators. 1-2-3-4-5-6
8. Orders the priorities of Aspira to attain Agency goals. 1-2-3-4-5-6
9. Ensures that activities are coordinated and that resources are allocated and utilized for the attainment of Agency goals. 1-2-3-4-5-6

V. Administration and Planning

- | | |
|---|-------------|
| 1. Contributes to the development and enhancement of Agency quality. | 1-2-3-4-5-6 |
| 2. Supports staff with appropriate resources | 1-2-3-4-5-6 |
| 3. Responds to staff and students concerns in a timely fashion. | 1-2-3-4-5-6 |
| 4. Actively encourages planning and includes directors in the decisions-making process. | 1-2-3-4-5-6 |
| 5. Effectively maintains and evaluates the quality of the programs. | 1-2-3-4-5-6 |

Comments:

VI. Budgeting and Fiscal Management/Fund Raising

- | | |
|---|-------------|
| 1. Possesses a good understanding of Agency financial needs. | 1-2-3-4-5-6 |
| 2. Develops and pursues areas to acquire additional resources for the Agency. | 1-2-3-4-5-6 |
| 3. Evaluates financial needs and makes recommendations for adequate financing and staffing. | 1-2-3-4-5-6 |

Comments:

VI.

4. Provides sound fiscal management, including 1-2-3-4-5-6
the ability to address budgetary matters in
a way that achieves more efficient and
effective use of resources.
5. Determines that funds are spent wisely and 1-2-3-4-5-6
that adequate controls and accounting are
maintained.

VII. Community Relations

1. Maintains high visibility and effective liaisons at local, state, and national levels. 1-2-3-4-5-6
2. Effectively represents the Agency in a positive manner at public functions. 1-2-3-4-5-6
3. Conveys a positive and progressive image of the Agency. 1-2-3-4-5-6
4. Achieves status as a community leader. 1-2-3-4-5-6
5. Constructively interprets Agency policies to the community when the occasion arises. 1-2-3-4-5-6
6. Gains the respect and support of the community on the operation of the Agency. 1-2-3-4-5-6
7. Encourages and supports effective linkages with community groups, agencies, and organizations. 1-2-3-4-5-6

Comments:

VIII. Relationship With the Board

1. Has a harmonious working relationship with the Board. 1-2-3-4-5-6
2. Keeps the Board informed on issues, needs and the operations of the Agency through mid-year and yearly reports. 1-2-3-4-5-6

3. Offers professional advise to the Board on 1-2-3-4-5-6
items requiring Board action, with
appropriate recommendations based on through
study and analysis.
4. Understands his/her role in the 1-2-3-4-5-6
administration of Board policy.
5. Interprets and executes the intent of Board 1-2-3-4-5-6
policy.
6. Supports Board policy and decisions in 1-2-3-4-5-6
public and with staff.
7. Strives to understand and deal with the 1-2-3-4-5-6
intent of the Board.

Comments:

IX. Staffing/Staff Relationships

1. Recognizes and fosters the personnel and 1-2-3-4-5-6
professional goals of the directors.
2. Encourages a productive and mutually 1-2-3-4-5-6
supportive atmosphere throughout the Agency.
3. Applies policies consistently and fairly 1-2-3-4-5-6
4. Develops good staff morale and loyalty to 1-2-3-4-5-6
the Agency.
5. Supports and assists programs for staff 1-2-3-4-5-6
growth and improvement.

6. Actively supports the Affirmative Action Plan. 1-2-3-4-5-6
7. Recruits and assigns the best available personnel in terms of their competencies. 1-2-3-4-5-6
8. Provides for effective, careful, systematic, and timely evaluation process for professional, administrative, and clerical personnel. 1-2-3-4-5-6
9. Maintains high standards of performance for all staff members. 1-2-3-4-5-6
10. Gives proper and definitive directions to staff. 1-2-3-4-5-6
11. Defines roles of staff effectively. 1-2-3-4-5-6
12. Treats all personnel fairly, without favoritism or discrimination. 1-2-3-4-5-6

Comments: